

Office of Personnel Management

FPM Bulletin 620-10

Federal Personnel Manual System

FPM Bulletin

Bulletin NO. 620-10

Washington, D. C. 20415
May 27, 1980

SUBJECT: Narrative Reports on Alternative Work Schedules (AWS)
Experimental Program

Action Date: May 1, 1981

Heads of Departments and Independent Establishments:

General

Work units in Federal agencies that have initiated alternative work schedule experiments were notified of the final research plan in FPM Bulletin 620-6. Sixty work units have been selected to collect and report longitudinal cross-sectional data, and a smaller number were selected for on-site studies. If your organization is experimenting, and has not been notified that it is to be included in either the longitudinal data collection or on-site studies, a narrative report on the experiment is required from your organization by May 1, 1981.

The narrative report should cover 18 months of experimentation unless 18 months runs the experiment beyond April 1, 1981. If the latter is the case, the report should cover all the months of experimenting up to April 1, 1981. Those organizations which started early in the experimental period should not wait until May 1, 1981 to submit their reports, but should submit them as soon as possible after their 18th month. Similarly, agencies which terminate experiments early (when it proves not to be in the best interest of the public, the Government or the employees) should turn in their reports on the terminated experiments within 45 days of termination. Agencies which terminate experiments early may be required to submit additional data. All reports should arrive at the Office of Personnel Management (OPM) in Washington no later than May 1, 1981.

For experimental work units with an exclusive bargaining unit, a copy of the narrative report filed by the work unit's management team must be given to the exclusive representative when it is submitted to OPM. The exclusive representative has the prerogative of responding to OPM either concurring with the assessment or filing its own assessment by June 1, 1981. This procedure will be followed unless the parties agree to submit a joint report to OPM by May 1, 1981.

Narrative Reports should be mailed to the Alternative Work Schedules Experimental Program, Office of Personnel Management, P.O. Box 7174, Washington, D.C. 20044.

Format and Scope of Narrative Reports

The narrative report should be as concise as possible and state defensible conclusions based on experience during the experiment. The report should begin with identification of the work unit and its organizational characteristics. It is important to our research that the following information be in this section:

Inquiries: Office of Compensation Planning and Development, Compensation Group
Extension 25604 or 632-5604

Code: 620, Alternative Work Schedules Experiment

Distribution: FPM

Bulletin Expires: July 31, 1981

FPM Btn. 620-10 (2)

1. Number of employees in the work unit who are on an experimental schedule;
2. Description of the experimental schedule(s) and schedule used prior to the experiment;
3. Presence or absence of an employee union;
4. Description of the experimental work unit's primary mission and major activities or services: (e.g., produce goods, process applications, public service contact, legal counsel, staff office, clerical support).

Next, address each of the six areas listed below. These are the six impact areas set out in Public Law 95-390. If an area is not appropriate to the work unit, so state. If no impact has been discerned which could reasonably be attributable to the experimental schedule, so state. Changes which could reasonably be attributable to the new schedule should be recorded only in as much detail as necessary for effective communication. Where negative or positive impact appears to have occurred, please try to convey the degree of impact.

1. Efficiency of Government operations. Conclusions about changes in:
 - (a) productivity;
 - (b) usage of -- sick leave, annual leave, and leave without pay;
 - (c) employee turnover;
 - (d) number of overtime hours;
 - (e) job satisfaction;
 - (f) morale.
2. Mass transit facilities and traffic. Conclusions on changes in commuting habits such as use of mass transit, carpools and private automobiles.
3. Levels of energy consumption. Conclusions on changes in the amount of energy used in facilities as a result of changed work schedules. The units of measure should coincide with the nature of the power source (electricity-kilowatts or BTU's, gas-cubic feet, etc.). Please report any available data which gives rise to a perceived change. Should the work schedule only affect part of a large structure, ascertain the building consumption before and after the schedule change and determine if a change can reasonably be attributed to the new schedule. Where usage can be determined for different uses i.e., (heat versus lighting) please keep the data separate and designate the use.

It is difficult to measure and draw conclusions on differences in energy consumption when only some of the occupants of a large building are on an AWS. Therefore, OPM will be collecting data on energy consumption from experimenting organizations in which all of the work units occupying a building are on the same AWS. Experimenting organizations which meet this criterion should notify OPM by calling FTS 632-5604 (202-632-5604) or writing to the Alternative Work Schedules Experimental Program, Office of Personnel Management, P.O. Box 7174, Washington, D.C. 20044 before May 15, 1980.

4. Service to the public. Evaluation of the level and amount of service to the public if the experimenting organization provides direct public service.

5. Increased opportunities for full and part-time employment. Discerned changes in the number of applicants for jobs, and levels of part-time employees.
6. Individuals and families generally. Perceived effects of AWS on family scheduling, child care, household activities, and/or employee recreational activities.

The last section of the report should deal with special problems, such as a large number of requests for exemption due to hardships, difficulties administering pay and leave, overtime or staffing problems during peak workload periods, etc.

The report may conclude with any suggestions you wish to make concerning changes in AWS administration, particularly in the pay and leave administration areas. Feel free to include suggestions for changes in law, OPM regulation, agency policy, OPM guidance etc. This section should not be utilized to voice complaints or criticism, but rather, to record constructive suggestions for improvement should permanent change in law make some provisions for permanent availability of alternative work schedules.

The above format should be followed in preparing the report to provide maximum compatibility between reports from different organizations. The report should be a non-technical summary assessment of the experiment, but the summary assessment should include the results of any internal evaluation efforts and if valid statistical analysis has been done the statistics and analysis submitted as appendices.

This report has been cleared in accordance with FPMR 101-11.11 and assigned interagency Control Number 0226-OPM-XX.

Jule M. Sugarman
Jule M. Sugarman
Deputy Director

1556

ALTERNATIVE WORK SCHEDULES

NARRATIVE REPORT STATISTICAL PROFILE

The purpose of this profile is to collect a standardized set of quantitative information from the organizations which submitted Notices of Intent to the Office of Personnel Management (OPM). It is part of the reporting requirement for organizations participating in the Alternative Work Schedules Experiment (cleared according to FPMR 101-11.11 and assigned interagency control number 0226-OPM-XX). This profile does not replace the requirement for a narrative report describing the outcome of the experiment described in the Notice of Intent. Its aim is to stand beside the narrative report, which will be descriptive, rather than numerical.

Your organization's experience is an important part of the AWS evaluation. Given its location, size and mission, your organization may well be unique within the experiment. This makes the experience of your organization significant in at least two ways. First, the report to Congress needs to be representative of all participating organizations. Second, exceptional cases should be reported. For example, the 4-10 schedule may work well in rural areas, except for fairly small organizations that work with the public. All information (whether negative or positive) should be reported, so that OPM can provide the President and Congress with an unbiased and complete report. The information should be as accurate as possible. Respond to the best of your knowledge or obtain information from available sources, including any internal evaluations. OPM does not require you to survey your employees or organization solely for completing this profile.

All questions are answered by:

- (1) Providing specific data, such as a date;
- (2) Inserting a number which corresponds to the correct answer in an answer block; or
- (3) Checking the correct answer block.

When specific information is asked for and your answer does not require the use of all blocks provided, precede your answers with zeros, e.g.

0	9	0	5	8	0
---	---	---	---	---	---

Some questions allow you to write in your own answer. If adequate space is not provided, you may use the "Comments" section on the last page to respond. If the same response is also found in your "Narrative Report", you may reference that report in the "Comments" section, rather than duplicate data.

DEFINITIONS OF AWS SCHEDULES (Refer to these in responding to questions 10 and 11.):

- 1 - Fixed Hours—employees work the same prescheduled hours each day to fulfill the basic work requirement of 8 hours a day, 40 hours a week.
- 2 - Flexitour—employee preselects starting time; may modify schedule with prior notification and approval of supervisor.
- 3 - Gliding Schedule—within flexible bands, employees may vary starting time without prior notification or approval of the supervisor.
- 4 - Variable Day—employee may vary the length of the workday as long as he/she is present for daily core time within limits established by the organization; must work or account for the basic work requirement, e.g., 40 hours per week for a full-time employee; credit hour accumulation is limited to a maximum of 10 hours.
- 5 - Variable Week—Employee may vary the length of the workday and the workweek as long as he/she is present for daily core time; must work or account for the basic work requirement, e.g., 80 hours in a biweekly pay period for a full-time employee; credit hour accumulation is limited to a maximum of 10 hours.
- 6 - Maxiflex—employee may vary the length of the workweek and workday as long as he/she is present for core time which is scheduled on less than all five week days; must work or account for the basic work requirement, e.g., 80 hours in a biweekly pay period; credit hour accumulation is limited to a maximum of 10 hours.
- 7 - 4 Day Week—employee works a fixed schedule that is limited to four 10-hour days a week.
- 8 - 5-4/9 Plan—employee works a fixed schedule that is limited to nine days of approximately 9 hours a day in a biweekly pay period.

ALTERNATIVE WORK SCHEDULES NARRATIVE REPORT STATISTICAL PROFILE

For OPM Use Only

PART 1 - BACKGROUND INFORMATION

1. Copy your organization's identification number from the upper right-hand corner of the cover letter.

1. 1 5 5 6

2. Using the chart below, indicate the number of full-time employees (covered by the Notice of Intent) working in each pay system by grade grouping shown.

PAY SYSTEM	PAY GRADE GROUPING																			
	1-4				5-8				9-11				12-13				14 and Up			
A. General or Merit Schedule																				
B. Prevailing Rate-WG Only																				
C. Other Prevailing Rate (e.g. wage leader or supervisor)																				
D. Military or Warrant Officer																				
E. Enlisted Military																				
F. Foreign Service																				
G. Senior Executive Service																				
H. Other (e.g. VA)																				

3. Using the chart below, indicate the number of part-time employees (covered by the Notice of Intent) working in each pay system by grade grouping shown.

PAY SYSTEM	PAY GRADE GROUPING																			
	1-4				5-8				9-11				12-13				14 and Up			
A. General or Merit Schedule																				
B. Prevailing Rate-WG Only																				
C. Other Prevailing Rate (e.g. wage leader or supervisor)																				
D. Military or Warrant Officer																				
E. Enlisted Military																				
F. Foreign Service																				
G. Other (e.g. VA)																				

4. The work flow in my organization is: (Enter appropriate number at right.)

1 - Employee paced 2 - Machine paced 3 - Other: _____

4. 1

5. Most employees in this group predominantly work:

1 - Independently 2 - In teams or groups 3 - Other: _____

5. 1

6. In what type of setting do most employees work? (If your organization has more than one type, use the predominant one. For example, a government operated industrial plant will have administrative and medical staff; however, the bulk of its workforce and function fall in the shop or factory category. If your organization still does not fall into one of the categories below, enter "5" and explain below. Continue in the "Comments" section on the last page if additional space is needed.

1 - Outdoors (e.g. grounds work, forestry, construction)

2 - Office (e.g. administrative offices)

3 - Warehouse, Shop or Factory (e.g. printing plant, supply depot, maintenance shop)

4 - Hospital or laboratory (e.g. water testing or research facility, computer center)

5 - Other: _____

6. 2

one job family or series that characterizes the organization(s) listed in your Notice of Intent, write the number in the appropriate box to the right.

A. Family/Job Series Number

0	2	0	1
---	---	---	---

 B. 1 - Family 3 - Neither
2 - Series B.

2

PART 2 - AWS PLANS AND PARTICIPATION

3. When did your organization begin its AWS plan? 8.

Month	Day	Year
0	2	08
8	1	

9. Indicate whether the following statements are true or false when applied to your organization.

1 - True 2 - False

A. Employees have regularly scheduled night work.

B. Employees have regularly scheduled Sunday work.

C. Employees use compensatory time frequently.

D. Some employees work on rotating shifts

E. Seasonal workers are used regularly.

9.
A.

F

B.

F

C.

F

D.

F

E.

F

10. In the chart below, indicate the number of employees in your organization working under each type of schedule before AWS, when AWS initially began and when AWS ended (either when experiment was terminated or at the end of 18 month experiment). Estimates may be used. See definitions on page 1.

A. Type of Schedule	Number of Employees		
	Before AWS	Initial Participation	Final Participation
1. Fixed	0 0 0 2 7	0 0 0 1 6	0 0 0 1 6
2. Flexitour			
3. Gliding			
4. Variable Day			
5. Variable Week			
6. Maxiflex			
7. 4-10			
8. 5-4/9		0 0 0 1 6	0 0 0 1 6
9. Other Compressed			
10. Total	0 0 0 2 7	0 0 0 1 6	0 0 0 1 6

B. Are the above figures estimates or actual count? 1 - Estimate 2 - Count

B.

2

C. If your AWS experiment was terminated, enter date of termination. Otherwise, leave blank.

C.

Month	Day	Year

11. Did the employees participating in AWS vote for the schedule they preferred? If your answer is "No," check box "I - No Vote." If your answer is "Yes," Check the box next to the schedules they voted on.

A.

--

 Fixed B.

--

 Flexitour C.

--

 Gliding D.

--

 Variable Day E.

--

 Variable Week
F.

--

 Maxiflex G.

--

 4-10 H.

X

 5-4/9 I.

--

 No Vote J.

--

 Other

12. What will your organization do between the end of the 18 month evaluation period and March 29, 1982 when the experiment ends under PL 95-390?

1 - Stop using AWS plan and return to the same or similar schedule used before the experiment.

2 - Continue using AWS plan through March 1982, but modified based on experience.

3 - Continue with present AWS plan through March 1982 or longer, if permitted by law

4 - AWS plan was terminated early.

How many employees are on an AWS plan which allows them to use credit hours?

A.

0	0	0	0	0
---	---	---	---	---

B. Show the extent to which credit hours are permitted.

0 - No employees may use credit hours.

1 - All employees may use credit hours.

2 - Some employees may use credit hours.

B.

0

14. If your organization is using a compressed plan (e.g. 5-4/9, 4-10, etc.), indicate whether the employees have a choice of starting times.

0 - No employee uses a compressed plan.

1 - All using compressed plans may vary their starting time.

2 - Some, but not all, using compressed plan may vary their starting times.

3 - None using a compressed plan may vary their starting time.

14.

3

15. The chart below shows the various steps used during the process of starting an AWS experiment and the groups usually involved. For each step of the process listed on the left, check the box under each group which participated in that step. If additional steps or groups were involved, explain on the last page under "Comments".

Steps Used To Start AWS	GROUPS INVOLVED IN STARTING AN AWS EXPERIMENT				
	Personnel Office	Employee Organization	Top Management	Middle Management	Employees
A. Vote for AWS Plan					X
B. Survey Employees		X			
C. Serve on AWS Committee					
D. Initiated Idea of AWS		X			

16. Of the following objectives, check the one which was most important to your organization when it decided to participate in the AWS experiment.

A.

--

 Better commuting conditionsB.

--

 Improved productivityC.

--

 Energy conservation (e.g. building operating costs)D.

--

 Better service to the publicE.

X

 Improved employee moraleF.

--

 Improved recruiting and personnel retention

Other: _____

17. When your organization decided to participate in the AWS experiment, could individual employees choose their own work plan?

1 - No; all employees in a work unit worked under one plan or were excluded as a work unit; individuals had no choice of plan.

2 - Yes; individuals could choose either the new AWS schedule or apply for a hardship exemption.

3 - Yes; individuals could choose from two or more AWS plans.

17.

2

18. -A. How many hardship exemptions were granted when AWS began?

A.

0	0	1	1
---	---	---	---

B. How many hardship exemptions were in effect at the end of the experiment (either after 18 months or when it was terminated)?

B.

0	0	1	1
---	---	---	---

19. In the chart below, show your organization's hours of operation before AWS and under AWS. Check the "AM" or "PM" column. If your organization is a 24-hour a day operation, do not complete chart. Check box and go to item 20.

--

HOURS OF OPERATION:	WEEK DAYS				SATURDAY				SUNDAY						
	OPEN	AM	PM	CLOSED	AM	PM	CLOSED	AM	PM	OPEN	AM	PM	CLOSED	AM	PM
BEFORE AWS	0	8	3	0	X	1	7	0	0	X					
UNDER AWS	0	7	0	0	X	1	7	3	0	X					

Indicate the appropriate AWS experiment number, using the numbers at the left to show your organization's work schedule for each of the week.

- 0 - Normally closed on this day.
- 1 - (Compressed Schedule) Normally open.
- 2 - (5 - 4/9 schedule) Closed every other week.
- 3 - Core day (Core hours must be worked or leave taken).
- 4 - Normal workday, but employee can take as non-work day.

Schedule	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Compressed	2	2	2	2	2	0	0
Flexible							

21. What changes have been made in your AWS experiment since it began? Check applicable response blocks.

- A - Additional units have joined the experiment
- B - Some units have withdrawn from the experiment
- C - Individuals are allowed to choose their daily schedules more frequently than at first
- D - Individuals are allowed to choose their daily schedules less frequently than at first
- E - Options within the AWS plan are more limited (e.g. use of credit hours; minimum/maximum workday)
- F - The AWS options are more flexible
- G - No changes have been made
- H - Other: _____

A.	
B.	
C.	
D.	
E.	
F.	
G.	X
H.	

22. The following list describes a variety of problems and challenges participating organizations have had with AWS. There are two questions with different sets of answers for each. Answer question one in the first column and question two in the second column. If your answer in the first column is "0", do not mark the second column.

Question 1: How important was the problem or challenge? 0-Not at all important 1-Somewhat important 2-Very important
 Question 2: How well was the problem solved? 0-No solution 1-Partial solution 2-Complete solution

- Problem
- A - Hardship exemptions
 - B - Pay and leave administration
 - C - Staffing during peak work load experiences
 - D - Supervisor coverage
 - E - Employee coverage during key person's absence
 - F - Limit of compensatory time accrual to 10 hours
 - G - Inclusion of part-time personnel
 - H - Leave for holidays
 - I - Other: _____

	1 Import. of Problem	2 Degree of Solution
A.	0	
B.	0	
C.	0	
D.	1	2
E.	1	1
F.	0	
G.	0	
H.	0	
I.	0	

PART 3 - EFFECTS OF AWS ON GOVERNMENT OPERATIONS

GENERAL INSTRUCTIONS FOR ANSWERING QUESTIONS 23, 26, 30 and 32. These questions consist of two parts. Part 1 asks for the kind of data you have on change in a particular area.

Your answer choices are: 0-None 1-Observation/Estimate (No numerical data) 2-Measured (Numerical data).

Part 2 asks for the direction of the change. Your answer choices are: 0-None 1-Decrease 2-Increase.

Example (Taken from question 23.): Your data processing center has information on the use of annual leave; however, it does not differentiate between short-term annual leave. Overall, you believe it has increased, based on your own observations. For item "I" (Use of short-term annual leave), you would write "1" in column one and "2" in column two, thus indicating an estimate and an increase.

Your data processing center has totals for overtime use before and after AWS. They provide you with information that use of overtime has decreased. For item "L" (Use of overtime), you would write "2" in column one and "1" in column two, thus indicating a measured change and a decrease in the direction of the change.

answer codes provided under General Instructions, what kind of data do you have on changes in the following areas as a result of the change? In what direction did the change occur?

AREA	1 Kind of Data	2 Direction of Change
A - Employee job satisfaction	1	2
B - Employee satisfaction with supervisors	0	0
C - Quality of work production	1	2
D - Quantity of work production	1	0
E - Timeliness of work production	1	0
F - Employee access to co-workers	1	1
G - Employee access to supervisors	1	1
H - Supervisor's workload	0	0
I - Use of short-term annual leave (under 4 hours)	1	1
J - Use of short-term sick leave (under 4 hours)	1	1
K - Use of leave without pay	0	0
L - Use of overtime	1	0
M - Cross training of employees	0	0
N - Use of night differential work	1	0
O - Use of Sunday work	1	0

PART 4 - TRANSPORTATION AND ENERGY CONSUMPTION

24. Which of the following statements best describes the location of your organization?

- 1 - Metropolitan area of 250,000 people or more
 2 - A town or city of under 250,000
 3 - A location not near any city or metropolitan area

24. 1

25. What type of public transportation service (bus, train, subway) is available within a 10 minute walk of your organization's main building?

- 1 - None 2 - Rush hour service only 3 - Rush and off hour service

25. 3

26. For the following areas, indicate the kind of data you have on changes occurring during AWS, and the direction of the change. Follow the instructions under Part 3.

AREA	1 Kind of Data	2 Direction of Change
A. Employees walk or bicycle to work	1	0
B. Employees drive alone	1	0
C. Employees drive or ride with others	1	0
D. Employees ride in vanpools	1	0
E. Employees use mass transportation	1	0
F. Overall building energy consumption	0	0
G. Other: _____		

PART 5 - SERVICE TO THE PUBLIC

27. What kind of contact does your organization have with the public?

- 1 - Little or none 2 - Some 3 - Large amount 9 - Not applicable

A - Face to face Approved For Release 2002/01/25 : CIA-RDP92-00455R000100050022-6

B - By telephone

A. 9
 B.
 C.

1 - None

2 - 25%

3 - 50%

4 - 75%

5 - All

28. 1

PART 6 - FULL AND PART-TIME EMPLOYMENT

29. Did participation by the organization described in the "Notice of Intent" require negotiation of an agreement with an employee organization that had exclusive recognition to conduct such negotiations?

1 - Yes

2 - No

29. 2

30. Since starting your AWS plan, changes may have occurred in the composition of your organization's workforce. For the following, indicate the kind of data you have on change in each area and the direction of the change. Follow instructions under Part 3. (For item F, if there are no such job in your organization, write "9" under "Kinds of Data" and leave "Direction of Change" blank.)

AREA	1 Kind of Data	2 Direction of Change
A. Number of part-time employees	2	0
B. Number of women employees	2	0
C. Number of handicapped employees	2	0
D. Number of single parent employees	2	0
E. Number of job applicants	2	0
F. Time required to place difficult-to-fill positions (See instructions)	0	0
G. Overall personnel turnover	2	0

31. If your organization has some units that are using an AWS plan, while others are not, is there any pattern of personnel transfers within your organization, going to or from work units on AWS to those not on it?

1 - The question does not apply, since all units are on an AWS plan.

2 - No pattern has been observed.

3 - More transfers into units on AWS plans than out of them.

4 - No appreciable difference between transfers into or out of AWS units.

5 - More transfers out of units on AWS plans than into them.

6 - Other - Explain under "Comments". (e.g. There are two or more AWS plans in effect and there is more movement into one while no difference in the others.)

31. 4

PART 7 - INDIVIDUALS, FAMILIES AND SUMMARY

32. For the following areas, indicate the kind of information you have on change in that area during AWS and the direction of the change. Follow the instructions under Part 3. The focus of this question is on employees covered by the Notice of Intent, not you personally.

AREA	1 Kind of Data	2 Direction of Change
A. Employees' having useful off-duty time	1	1
B. Pleasant atmosphere at work	1	1
C. Freedom in scheduling family activities	1	1
D. Quality of care for children or other dependents	0	0
E. Opportunity for participating in community affairs	0	0
F. General quality of off-duty life	1	1
G. Other:		

33. How would you evaluate the overall success of the AWS experiment in your organization?

1 - The experiment was an overall success.

2 - The experiment was a partial success, with positive results outweighing negative.

3 - The experiment was a partial failure, with negative results outweighing positive.

4 - The experiment was neither a failure or success. There were as many negative as positive results.

5 - The experiment was an overall failure.

33. 1

STATINTL

Approved For Release 2002/01/25 : CIA-RDP92-00455R000100050022-6

Approved For Release 2002/01/25 : CIA-RDP92-00455R000100050022-6